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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

DCI/IC 73-0472

Office of the Director

1 June 1973

MEMORANDUM FOR: Members of the NSCIC Working Group

SUBJECT: Substantive Intelligence Problems on Which  
There are Disagreements Among Estimators

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1. [ ] has proposed that the NSCIC Working Group involve itself with the problem of developing intelligence products which clearly advise the user of differences in interpretation or estimative judgments, and the reasons therefor. His concern in this field arises from interviews with members of the NSC Staff who expressed interest in being advised as to different intelligence views, when they exist, along with the evidence concerning the alternatives.

2. I consider this is a proper topic for Working Group consideration and solicit your comments.

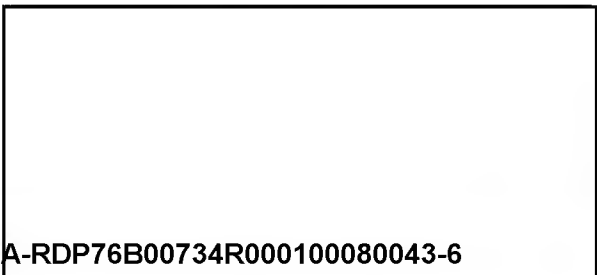
3. In my view, the problem could be attacked in two different ways:

a. The first would be to identify the real issues of disagreement--those which are of sufficient importance to be examined in detail. A format and agreed approach could be developed which would present all sides of the argument with respect to each identified major topic or problem area so that the specific nature of the disagreement can be identified and the respective arguments and evidence presented in such a way as to facilitate comparison. Once this format had been agreed upon, the involved production organizations could be tasked to prepare reports for consideration by the Working Group and the formulation of appropriate recommendations.

b. A second approach would be to look broadly at the feasibility of developing production procedures by which differing viewpoints could be presented more systematically than is presently the case in regular publications such as NIEs and current intelligence

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documents. This would involve the development of proposals for the handling of future disagreements, without specific consideration by the Working Group of particular issues on which estimative differences already are known to exist.

4. Each Working Group member is requested to provide me with comments prior to 15 June as to his reaction to a project of this nature, the kind of approach which he would prefer, and, if he elects the course proposed in paragraph 3.a., the particular topics which he considers ought to be addressed.

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Daniel O. Graham  
Major General, USA  
Chairman